



# TICKETING

## THE 3 STAGES TO A SUCCESSFUL MEMBERSHIP CAMPAIGN

From Arenametrix



## WELCOME

## AN EVENT NOT TO BE MISSED

In recent years, many experts have announced the scheduled end of the membership model as we know it: an access to a single seat for all the games of a professional team. In a context of digital transformation, it seems obvious that this product was going to suffer from a growing lack of interest from fan communities, especially the most digital ones. Not to mention the adaptability of teams around the world to transform content and business methods. While remembering that sports results will have an impact (positive or negative) in the success of a membership campaign, it is essential to put the members identification values at the forefront: belonging to a community, a territory, a heritage, adherence to values and the feeling of "being part of the clan" in order for them to be fulfilled as a fan. Once this project is designed, your marketing creativity and data will do the rest.

A fan who does not renew his membership does not want necessary to separate from the club. Sporting disappointment is an argument, but it only applies if the club falls back to the next division or has not properly worked on its community identity. Most of the time, he does not renew due to lack of availability or financial means. Then, the biggest challenge for the clubs is to bring flexibility to the ticketing product and transform it into experiences that, throughout the year, make the fan feel like a full member of the community. Then comes the FOMO (Fear Of Missing Out) phenomenon, which characterizes the fear of missing out on something that the club can play on to highlight its events and opportunities for the fan to interact socially.

Ranked at the very top of the CRM pyramid, members (or season ticket holders) have a close link with the club, which reinforces the emotional power of the membership product. Associate this with the magic of the game itself, which brings atmosphere and uncertainty, and you get a powerful cocktail to serve to your fans. From the construction of your offer to the communication plan, we will see in this digital book the steps to give yourself the chances to make a successful transition between two sports seasons. Adapted to your context, there is no doubt that these ingredients will perfect the recipe that will guarantee the success of your membership campaign.

Enjoy your reading!



Pierre Gautier

*Responsible for the sports market*  
**ARENAMETRIX**



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# 1. MEMBERSHIP OFFER

## Meeting your fans expectations



### THE EXPERIENCE - THE TRENDY CONCEPT

When Donald Norman, Jim Miller and Austin Henderson described the Apple internal organization around product development in 1995, they introduced the notion of an user experience in which perceptions, emotions and behaviors are the focus of attention. In order to understand and influence the components of the experience, designers are invited to create models (personas, experience maps, user paths...) for which data is collected directly from users. 25 years later, it became a standard in our economy, even more in sports where the customer is first a fan, with a particularly strong emotional connection with your club.



Before the start of your renewal membership campaign, it's a good idea to send a satisfaction survey to all members to identify the elements on which your marketing strategy should focus. Ideally, this survey is sent 2 months before the start of your campaign to give you the time to build up the answers.

In this survey, avoid open-ended or overly closed questions. When asking the fan if he plans to renew his membership, use the rating scale that will gauge the interest of renewal rather than a simple Y/N. The elements on which you can ask for a rating: welcoming, ease of access to the arena, cleanliness, atmosphere, relationship with the club, etc.



*Overview of good practices in the content of the "membership" product*

#### Economy

- / % savings on the price of individual tickets
- / % discount in store
- / % discount on parking space
- / Preferred rates for the purchase of additional tickets
- / Special offers on other club products (e.g. youth camps)
- / Free visit of the club's facilities

#### Exclusivity

- / Membership in the core supporters' club
- / Integration with member relationship programs: SMS, newsletter, exclusive information
- / Monthly magazine membership
- / Participation in the season launch event
- / Meet the players
- / Privileged discussions with the staff
- / Pass to discover the backstage of the club
- / Participation in raffles and competitions to win prizes and experiences *money can't buy*
- / Access to private sales

#### Flexibility

- / Installment payment plan at no charge
- / Membership management via a dedicated portal
- / Possibility of reselling your seats on a platform
- / Upgrade granted for some games
- / Customer service: a dedicated contact person



## MEETING WITH LUCY FORESTIER

Ticketing Manager - LOU Rugby



**There is a structural change in consumer behaviour in many sectors, where consumers are demanding more and more flexibility: will the membership model continue?**

The season ticket holders include several types of people, such as loyal fans of the team, the stadium, who consider the matches as a place to meet and socialize; it is the outing, the meeting of friends. But there are also more demanding fans who, beyond the comfort and reference points that their membership brings them, want a return on their investment. This is where the flexibility of the membership product comes into play. Some clubs offer the possibility to transfer the membership to a friend free of charge (with online membership of the punctual beneficiary), or to a stranger against payment (resale platform and prices supervised by the club) for the time of a match, and all this while earning points on the loyalty program. This model is viable when there is scarcity. Yes, it seems attractive for a pool of people who are fans and very attached to the club. Is it enough to maintain a member base that is actually present in the stadium on every league day? In rugby, I don't think so.

**When building next season's membership offer, is the LOU considering a simple accumulation of match access rights in its membership or does it want to market a global experience?**

For two seasons, we had put in place privileges based on membership categories with the objective of offering a global experience to our community of LOU RUGBY members, from a collector's scarf to a queued entrance through a dedicated counter. However, these privileges did not have as much impact as expected, unlike our prize draws at each match, where the winnings of VIP seats, an autographed jersey or a meal with the players were a resounding success. We will therefore redesign this for the 2020/2021 season.

**Have you thought of the membership as a series of advantages directly linked to the LOU, but also to its partners, local authorities, etc.?**

The LOU RUGBY membership automatically offers advantages to its contractors such as a percentage discount on ticketing or merchandising purchases, but also invitations to the season's presentation evenings or awards, as well as admission to the trade fairs organised in Lyon by GL EVENTS (Lyon Fair, Equita, Motor Show).

In addition, we work throughout the season to find new advantages (one-off or annual) by cross-proposing offers with our partner companies (car dealership, bank, museum, theatre, aquarium, electric scooter rental company, shopping centre) to add value to the membership and put our partners in the spotlight. A win-win situation.

**Fans are increasingly seeking to be part of a community, the desire for a sense of belonging is very strong. In your opinion, how can the membership product reinforce this sense of belonging?**

Yes, fans have this need to belong but also to be considered and recognized within a community. A supporter enjoys being recognised at the access control, having the smile of the staff at the food court, and exchanging a few words with the stadium ushers. Does this necessarily require a membership? I'm not so sure. From my point of view, the membership is undoubtedly a strong commitment today and we are happy to have many loyal followers.

But membership is not just about "x" games per season on its numbered seat. The feeling of belonging must come through the dedicated event, the exclusive experience, the unique targeted products that are not marketed, the famous "money can't buy". To achieve this, these enthusiastic supporters could be identified and identifiable as "club members" without being members, by paying an annual access fee to benefits that an occasional spectator would not enjoy.

**What innovations / new products do you plan to bring to the LOU membership offer for next season? Do you have any inspirations with what is being done abroad or in other sectors than professional sport?**

For next season, we haven't touched the membership prices and we have even created a very financially attractive membership that will allow access to the stadium for everyone! The novelty is the creation of membership options which is in line with this idea of "membership". Whatever the category of membership, the member will be able to subscribe to an option at any time of the year. "member, but not only! "This new product will result in 3 price levels that will offer different experiences depending on the range of the option. We are counting on these options to upgrade our most LOU RUGBY fan community. Also, in addition to our membership offer, we will renew for the 3rd season our EASY LOU dematerialized ticket book, which strongly meets our audience's demand for flexibility, and which clearly identifies itself as a loyal member.

**How could data impact the marketing of your membership offer?**

Data can be a key factor in helping to market our memberships, among other things. Tracking and retargeting our audience throughout the season allows us to better target our consumers. We have an interesting history of buying behavior to leverage, whether it be in ticketing with ARENAMETRIX and KLOX, F&B and merchandising with LYF PAY, or BFAN on the mobile application. But to date, we are not yet able to link everything together. This will have to be done by centralizing the database or by cross-referencing customer files. But to do this, we need to put the human and technological resources in place.



# 1. MEMBERSHIP OFFER

## Examples from around the world



Photo credit: Fck.dk

### AS COPENHAGEN & THE NETFLIX MODEL

First to innovate with a membership based on the Netflix model, AS Copenhagen approved the success of their initiative, launched during the 2018/19 season. The club was struggling to attract young fans to its member base. Used to monthly subscriptions, they do not recognize themselves in the classic season-ticket scheme. The success of the Netflix membership was unquestionable: only 1.5% of members opted out, the model attracted 80% of the season's new members and boosted paid admissions by 40% over the season. The benefits:

- / An attractive product for the younger generation
- / A ticketing campaign that can be spread out over the year
- / The possibility to add paid options to the membership
- / The possibility to upgrade during the season

SEASON TICKETS	GROUP TICKETS	SUITE TICKETS
<ul style="list-style-type: none"><li>Free food, beverage and merchandise credit</li><li>Jets Shop merchandise discount</li><li>Access to Jets Rewards for exclusive experiences and opportunities</li><li>Preferred gameday parking</li></ul>	<ul style="list-style-type: none"><li>Discounted ticket price</li><li>Access to gameday on-field experiences</li><li>Exclusive Group Leader benefits</li><li>Opportunity to sit together as a group</li></ul>	<ul style="list-style-type: none"><li>Up to 30 seats in a private climate-controlled suite</li><li>VIP entrance and parking</li><li>Exclusive gameday experiences</li><li>Flexible partnerships to fit every budget</li></ul>

FOR MORE INFORMATION  
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### NEWS YORK JETS & PRIORITY ACCESS

Lady Gaga, Rammstein, Justin Bieber... among these concerts, some of them may interest you but you also know that you will have to wait a very long time (on the web or at the box office) to get the precious sesame. For all the events at Metlife Stadium, the New York Jets have found the solution; they offer all their members an exclusive commercial window to get tickets to the shows of the year. This good practice has been widely adopted in the United States and gives value to members who purchase the right to have priority over non-sport events.

## 2. MARKETING

### Key success factors



RENEWAL

PROSPECTING

NEW MEMBERS 19.20

EX-MEMBERS

SCORING: RISK +

HIGH POTENTIAL

SCORING: RISK -

POTENTIAL BUYERS

HIGH LOYAL

CRM CONTACTS

### Objectives

Before you start your campaign, you need to set your objectives to define the tasks to be accomplished. These days, everyone is talking about **SMART goals**, the best way to set objectives and maximize your chances of success. It will be a way to measure and assess the results of your membership campaign.

Let's try...

### Segmentation

The segmentation of your database will define different commercial strategies according to your audiences. New members of the previous season, loyal for 10 years or regular buyer, each target needs an appropriate speech to optimize your chance to convert.

### Scoring, your ultimate ally

Scoring is a statistical technique used as a decision support tool. It is used to estimate the probability of an event occurring based on a set of available information. Thus, from the social data of your fans and their transactional history, scoring allows you to estimate the probability of a fan to renew its membership. Enough to feed your commercial strategy.

### Tools

#### What do we have to achieve the objectives?

Targeted marketing channels have multiplied in recent years, here is a non-exhaustive list: email, SMS, mobile notification, web notification, social network advertising, marketing automation, web programming, postal mail, voice mail, phoning... once listed, your media planning will do the rest to make your campaign a commercial success.



"What if we don't change at all ...  
and something magical just happens?"

#### S for Specific

I would like to achieve a retention rate of 90%.

#### M is for Measurable

Number of renewal members

#### A for Attainable

Let's look at the %s from previous years...

#### R for Realistic

Yes - it's a significant issue for the business.

#### T is for Temporal

We have one month to reach it.



Last solution for the renewal:  
Zlatan's call

## 2. MARKETING

### Examples from around the world



#### BREWERS & RESIDENT PRESALE: CREATING URGENCY

For the second year in a row, the Milwaukee Brewers (MLB franchise) held a special presale for Wisconsin residents on the 10 regular season home games against arch-rivals Chicago Cubs. For the occasion, the Brewers wanted a stadium full of fans from the area to make as much noise as possible and guide the franchise to victory. From February 14-16, 2019, Wisconsin fans were able to book up to eight tickets and guarantee their seats for one or more games before the events opened to the public.



#### NEW YORK CITY FC & THE REFERRAL PROGRAM

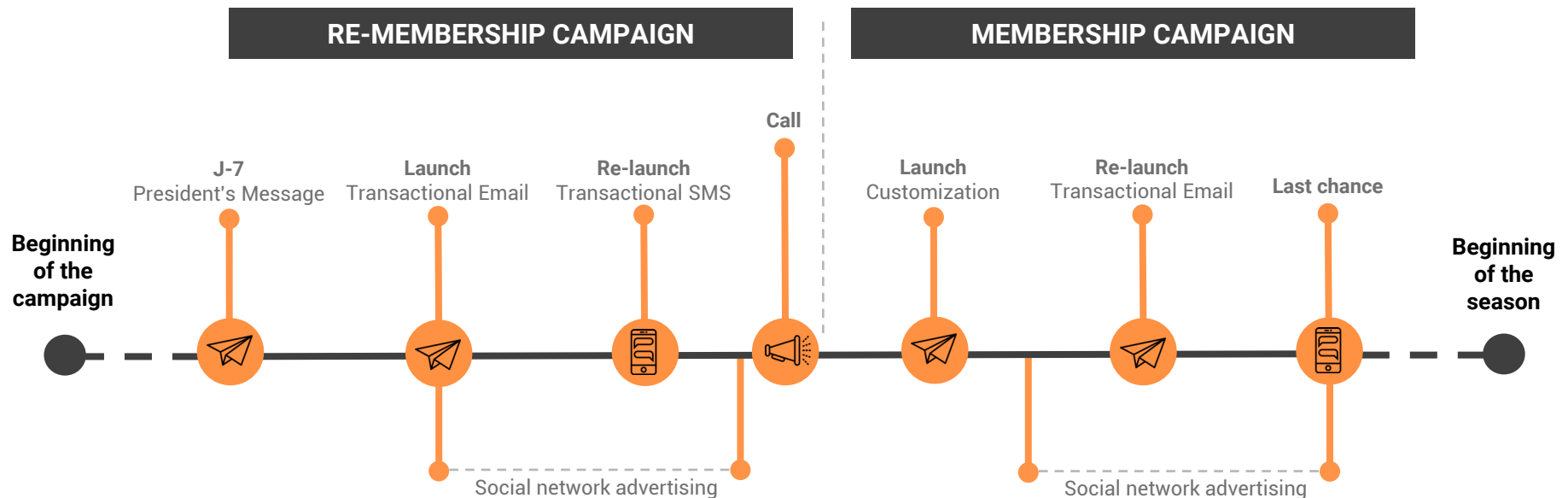
Regarding a very common practice in the United States, sponsorship programs extend a club's influence in the personal communities of its most loyal fans. The New York City Football Club's program is one such example. In order to expand the family of members, the City Member Referral Program rewards fans on the number of referrals brought in. From a warm-up pass to 2 VIP tickets to access to the autograph area at the end of the game, fans can unlock money can't buy experiences in addition to the \$25 credited to their card per sponsored player in the program.



### 3. MEDIA PLAN

#### Tell a story

*Planning ahead of your sales cycles is an important step in your future success. Each segment created will have its own sales strategy that will be embellished by storytelling to engage the fan in his membership funnel. Aligning ticketing with communication will be crucial to ensure that your product meets the expectations of your fans and that it can inspire the emotions of the next season from the very first email...*



#### SEGMENTATION & CUSTOMIZATION - THE POWER OF CRM

This communication plan is difficult to achieve without a CRM strategy. From the segmentation of the bases according to the profiles and purchase history of your fans to the personalisation elements of the marketing campaigns, several indicators will be reinforced by a well thought-out CRM policy: the opening of your campaigns, the click rate, the retention rate, the number of new members, the turnover, etc. These preparation and planning phases, both for the commercial offer and the media plan, therefore appear to be essential to maximise the success of your membership campaign. You will agree that with the right tools, they become exciting to carry out.

### 3. MEDIA PLAN

### Examples from around the world

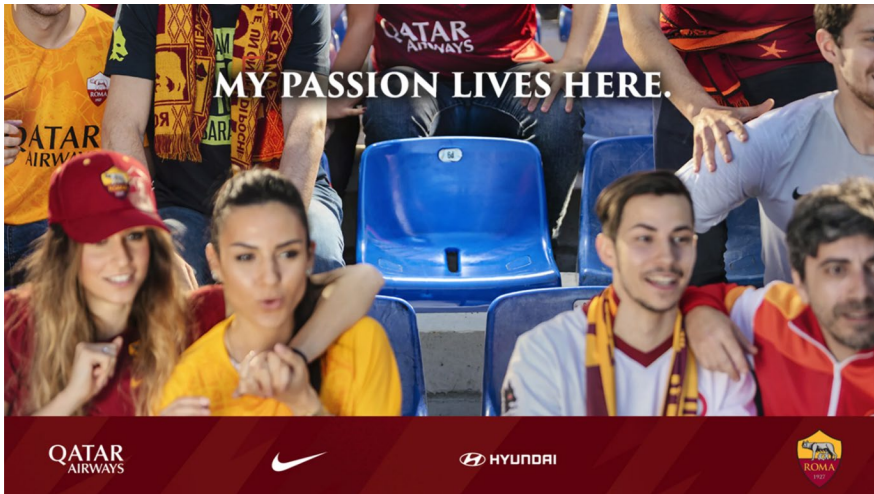


Photo credit : asroma.com

#### AS ROMA: MY PASSION LIVES HERE

AS Roma's membership campaign for the 2019/20 season illustrates the magic that happens from the moment you seat in the stadium. That year, the club reinforced the experience by offering a dedicated application for members. The seat becomes the ideal place to live the AS Roma fan experience, to feel the emotions of the match and the stadium, to consume and live the passion for the club to the full.



[WATCH THE LAUNCH OF THE CAMPAIGN](#)



Photo credit : bcmbasket.com

#### BCM GRAVELINES & THE 2019/20 MEMBERSHIP CAMPAIGN

Because we also like to highlight our clients' best practices, the BCM Gravelines Dunkerque campaign for the 2019/20 season is a great marketing model. By segmenting the experiences (fan club, youth, family, etc.), they focused on the benefit felt by the fans when they come to see a club match rather than on a sporting promise or a call for support from the club. With this approach, BCM fans can project themselves into the experience they will have throughout the season. What's more, the visuals are simple, dynamic and effective... we want to be there!

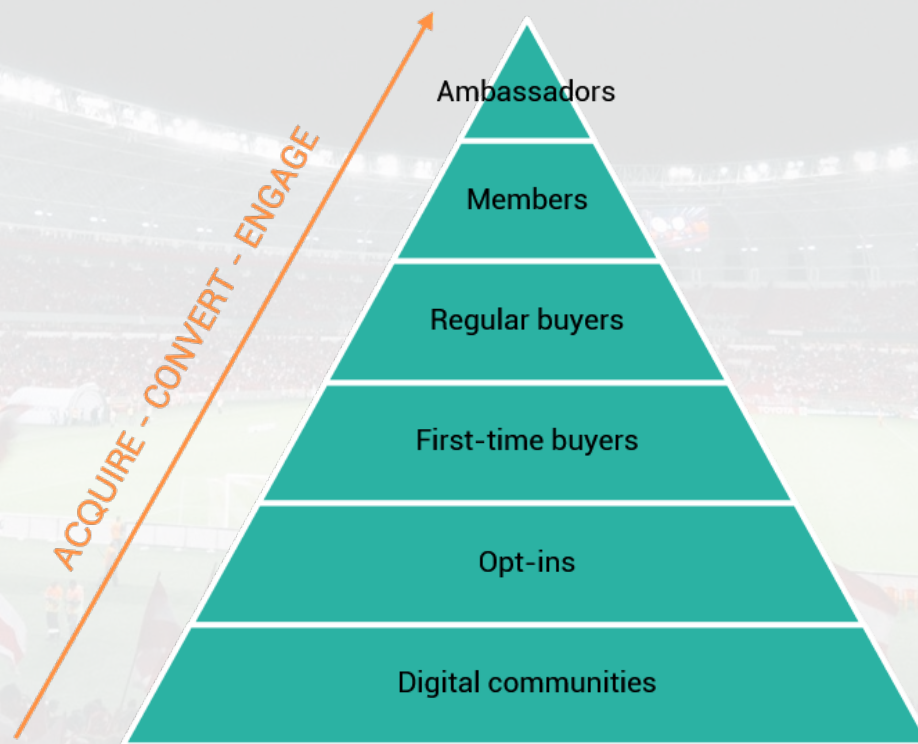


## CONCLUSION

## LOYALTY, THE NEXT STEP

The 3 months of the membership campaign allowed us to reach the expected objectives. All your fans found the product that met their expectations, and when they didn't activate it, it was for good reasons. The contacts addressed will be able to switch to a commercial routine that will help you to enhance your packs and your 1-game ticketing. The members will come to feed your CRM pyramid in the corresponding box; there is only one next step to make them Ambassadors of your club.

It is precisely on this potential that we will be able to work by creating a relational program connected to the supporters with advantages, exclusivities, content, rewards... which will act as a pillar of your promotion and loyalty strategy. Your members will become your Ambassadors on whom you can rely for future marketing...



*The CRM pyramid by Arenamatrix*



## MEETING WITH ETIENNE ODDON

Leoo President and Founder



**At a time of profound changes in consumer behaviour, particularly through the COVID-19 crisis, what is the point of loyalty for a sports organization?**

Consumption patterns are being profoundly changed by the COVID-19 crisis. The effects will be strong in the short term, but especially in the long term, with a much stronger use of digital and consumption of sports content at home. Far from being a threat to sports organizations, these changes are on the contrary an opportunity to intensify the relationship: more free time and the acceleration of digital uses are a favourable ground for creating more value thanks to content and a stronger proximity between the club, players and fans. The passion of the fans is expressed at the stadium, of course, but also on social networks, especially that of all the fans who follow their clubs from a distance. The COVID-19 crisis is therefore an opportunity to realize the importance of the wider circle of fans who do not have the opportunity to follow their team at the stadium on a regular basis. In particular, the period of confinement has shown to what extent it was possible to create interactive and exclusive content thanks to the players, and to offer it to the fans, notably through Instagram lives: the aperitifs of Stan Wawrinka and Benoît Paire are a very good example among many others.

**What is the history of the loyalty program in the economic sphere? In your opinion, what is its future?**

The concept of loyalty programs is an old one, as it is almost inherent to commercial activity. The first loyalty card in France dates back to 1954: the FNAC card. It was only in the 1980s that loyalty programs really developed: as the airline sector was subject to very strong competition, American Airlines launched the first truly structured program to reward the best customers: the "Frequent Flyer Program". Others were to follow in the hotel, car rental and retail sectors... I see several areas of development for the future of loyalty programs. On the one hand, they will increasingly serve the relationship between the customer and the brand, with a stronger focus on personalized content and statutory services, in addition to "transactional" logic. Secondly, they will become truly omnichannel: in sports, this is a major challenge, with all points of contact taken into account, from ticketing to the shop, via the experience in the stadium and social networks. Finally, the return on investment of loyalty schemes will be measured more and more precisely, leading loyalty program projects towards a more "rational" logic.

**How can sport be inspired by retail loyalty programs? What innovative sectors can you name for the animation of loyalty programs?**

Historically, retail has always been a laboratory for customer loyalty programs. Moreover, sports retail players such as Décathlon and Go Sport are good examples. Décathlon, after having led people to believe that its loyalty program would end in March 2018, has completely overhauled the customer loyalty experience, by enhancing registration through services (returns management, payment...), member exclusivities (product testing), and a very complete content and sports coaching platform. Go Sport has chosen a different path with its "Mercure" program, by offering to reward the sports activity of members, connected via their usual applications (Garmin, Strava, etc.). Innovative players can be found in practically all sectors in insurance, for example, the Generali Vitality program is particularly original; in hotels, Accor is a game changer with its Accor Live Limitless (ALL) program, which is at the heart of the group's communication strategy; in transportation, Uber has designed one of the most comprehensive programs with Uber Rewards. The logic is also that of access to statutory services (priority races in particular), in addition to various rewards in exchange for points.

**How does the relationship between a club and a fan go beyond that of a "classic" brand with its client?**

Even if the identity and values of a brand are becoming increasingly important to its customers, the basis of the customer-brand relationship remains commercial: the customer is looking for quality products and services from the brand. Then, the more the brand offers inspiring content through its communication, the stronger the relationship can be beyond the transactional. In the case of a club, the relationship is practically reversed: it is the identity and values of the club that prevail, as well as its history and of course its location. The quality of the sports show also plays a role, but a lesser quality of the sports show offered will not break the relationship for all that. The English writer Nick Hornby shows this well in his autobiographical novel "Carton Jaune" (« Yellow Card»), through his work of introspection: the sometimes very mediocre quality offered by the Arsenal team of the 70s and 80s did not prevent him from attending practically all the club's matches. That said, this is especially true for the hearts of the fans: the wider the circle of fans, the more the show and the sporting results have an impact on the purchase of tickets and jerseys.

**Among the members of a professional sports club there are several profiles, and among them are the ambassadors: how to segment and push them to the global promotion of the club brand?**

Identifying ambassadors implies implementing the tools to capture "positive engagement actions" across all pathways. It is therefore necessary both to encourage interactions and to be able to record them: consultation and sharing of content, comments, purchase of merchandising items, sponsorships, etc. In order to be able to use this data, it is necessary to make sure that it can be linked to the identity of a fan (having given his consent). For example, fans can be offered the opportunity to link their Facebook account to their account on the club's website, in order to collect their social media interactions. Finally, a platform is needed to centralize the data and reconcile it around the identity of "unique" fans. This platform, usually a Customer Data Platform, also allows the database to be segmented, especially to specifically address the "promoter" segment. A specific animation plan can then be designed to promote them, and to encourage and facilitate their approach to promoting the club.



# ABOUT US



**Arenamatrix** is the French leader in the sports data market. **Arenamatrix** is a Customer Data Platform specially developed to meet the needs of sports organisations. Its technological architecture combined with Data Marketing expertise ensures the urbanization, centralization and activation of data while supporting operational teams in their marketing operations - CRM, digital customer journey, acquisition of new audiences and retention of existing audiences. From Revenue Management to Data Sponsorship, including digital acquisition and inbound marketing, Arenamatrix offers a range of solutions to support commercial growth, create new business models and increase the profitability of professional sports players.



**Leoo** is a martech specialized in the creation and animation of tailor-made relationship and data-driven programs for recruitment, activation and loyalty. Leoo's technological platform helps enriching customer data and creating rich and individualized relational scenarios. The use of customer data for multi-channel activation (from email to text message, mobile wallet applications and push notifications) and the customization of incentive mechanisms created via the platform significantly increase the performance of acquisition, engagement, retention and ultimately Customer Lifetime Value. Leoo supports its customers from the modeling of a business plan to the follow-up of the incremental performance of the implemented relationship programs. 45 programs for major players in many sectors, across 12 countries and reaching more than 15 million customers in B2B and B2C are currently live on the platform.



Founded in 1896, **LOU Rugby** (Lyon Olympique Universitaire) is one of the oldest clubs in the French rugby elite to date. They played eight years in PRO D2 before joining the TOP 14 in 2011. Chaired by Yann Roubert since 2012, it is made up of different structures: the Association, with more than 750 young members; SASP LOU Rugby, its professional branch, which mobilises a large network of first-rate economic partners; a Category 1 Training Centre, a fundamental tool for attracting and developing young talent.



**Pierre Gautier**

*Sports market expert*

pierre.gautier@arenamatrix.com

+336 43 34 28 11

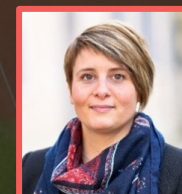


**Etienne Odon**

*President and co-founder*

etienne.odon@leoo.fr

+336 07 03 90 23



**Lucy Forestier**

*Ticketing manager*

lucy.forestier@lourugby.fr

+337 89 00 05 07